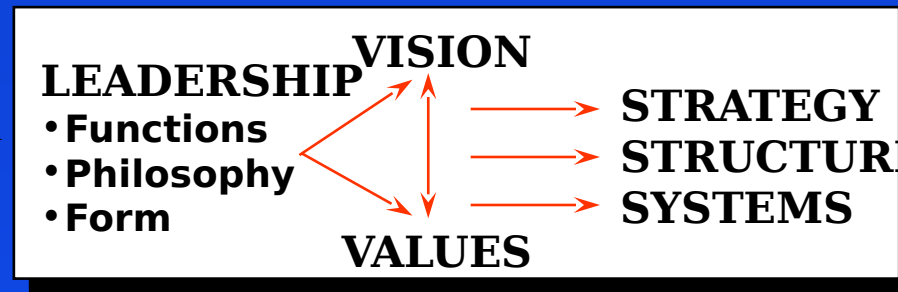


Building High-Performance Organizations

HPO DIAGNOSTIC/CHANGE MODEL

According to whom?

ENV



What is it?

HP

- Customers
- “Stakeholders”

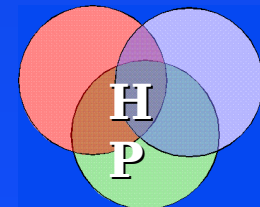
Why do we need to be high performance?

Food Chain

Beneficiaries

- Higher Moral Purpose
- Self Pride
- Survival

- Quality
- Customer “Value”
- Financial Performance



“PICK 3”

How would we

Building High-Performance Organizations

DEFINING QUALITY:

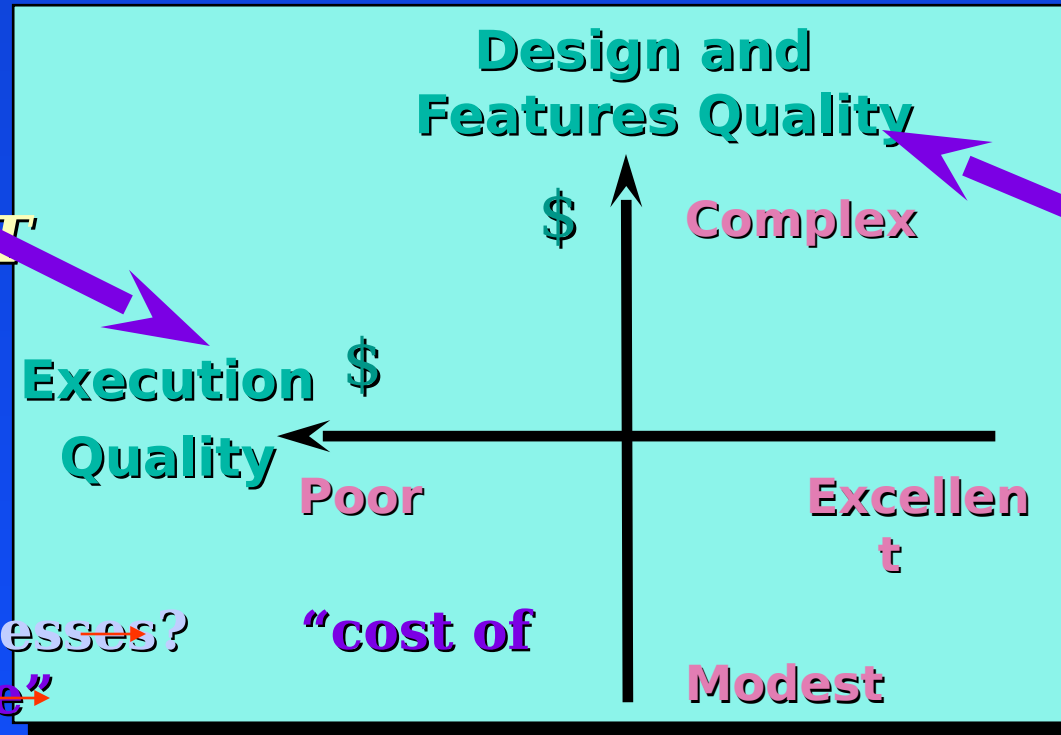
(Design and Features Quality versus Execution Quality)

OUTCOME

FOCUS

- Right stuff?
- Right people?

EFFECTIVE



PROCESS FOCUS

- Right processes?
- Done right?

"cost of

"cost of non-

\$ = Higher Cost

Building High-Performance Organizations

LEADERSHIP

FUNCTIONS

“Work” is Holistic in the Networked Talent Model

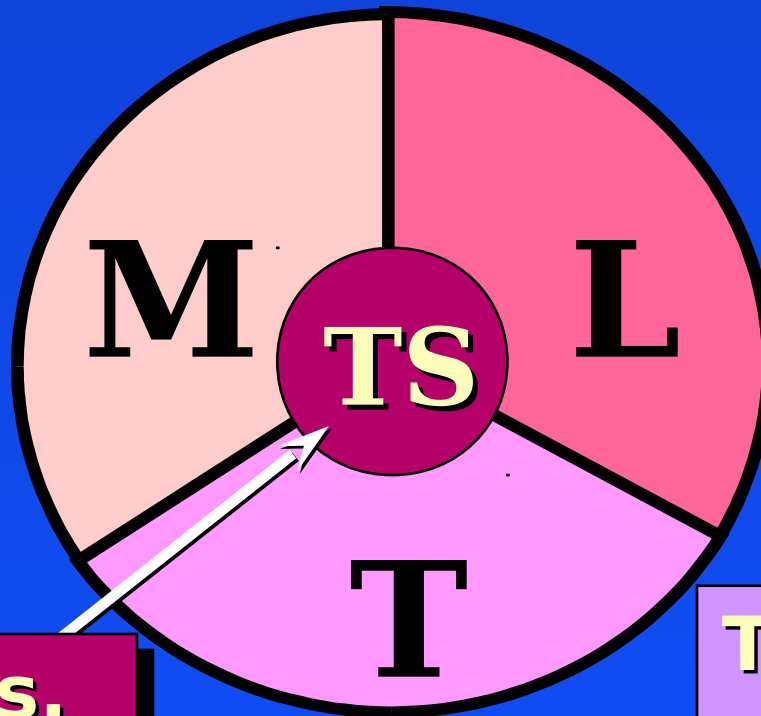
Management

Skills, Abilities, and Behaviors

- Causal Modeling/Systems Analysis
- Performance Planning
- Project Management and Execution
- People Development
- Plan Implementation, Monitoring, and Adjustment
- Outcomes/Results

Team Skills, Abilities, and Behaviors

- see the following slide for these



Leadership

Skills, Abilities, and Behaviors

- Strategic Customer Value Analysis
- Vision/Values to Strategy/Structure/Systems
- Integration / Stewardship
- Learning/Thinking/Changing/ Renewing

Task/Technical

Skills, Abilities, and Behaviors

Building High-Performance

LEADERSHIP

FUNCTIONS

Vision / Values to Strategy/Structure/Systems
(moving from vision to performance and values to work culture)



Building High-Performance Organizations

Strategic/Business Planning In The HPO Model (From mission/niche to "Theory of the Business")

MISSION ("niche")

- ❖ What's our "niche?" What are we -- in our organization/unit -- going to take responsibility for? Which other organizations must we partner with to be successful?
- ❖ Are we doing the right things for the right customers?
- ❖ Are we being effective?
- ❖ H.P. Indicators:
 - ▲ "Design and Features" Quality
 - ▲ Customer "Value"
- ❖ Key Services and Product Analysis
 - ▲ Have we correctly identified the services and products we need to deliver?
- ❖ Strategic Customer Value Analysis
 - ▲ Have we correctly identified who our customers are and who they should be? Now and in the future?
 - ▲ Have we partnered with our customers to determine what they want/ need, now and in the future?
 - ▲ Do we understand the "food chain" vs "beneficiaries?"
- ❖ Environmental Scanning
- ❖ Market Analysis
- ❖ Feasibility Review

interaction

Strategic
Planning

- Examination of Core Assumptions/Paradigms
- Creativity/Creative Thinking
- Casual Reasoning
- Systems Analysis and Thinking
- Core Competencies Analysis
- Best Practices Review
- Benchmarking
- Force Field Analysis

"THEORY OF THE BUSINESS"

- What do we need to do (i.e., what strategies, structures, and systems do we need) to accomplish our vision?
- ❖ Are we doing things right? (right process/ done right?)
- ❖ Are we being efficient?
- ❖ H.P. Indicators:
 - ▲ "Execution" Quality
 - ▲ Financial Performance
- ❖ Strategy
 - Do we have the right "business" approach/casual model?*
 - ▲ "Business Process Redesign" (BPR)
 - ▲ Reengineering/Reinvention
- ❖ Structure:
 - Are we structured correctly?*
 - ▲ Reductionist Approaches: (e.g., business center" functional analysis/"chunking"
 - ▲ Integrating Approaches: (e.g., matrix structure, project management, "partnering" with clients/others)
- ❖ Systems:
 - Do we have systems which are aligned and supportive?*
 - ▲ Right work processes (TQM/CPI)
 - ▲ Right work management and

LEADERSHIP FUNCTIONS

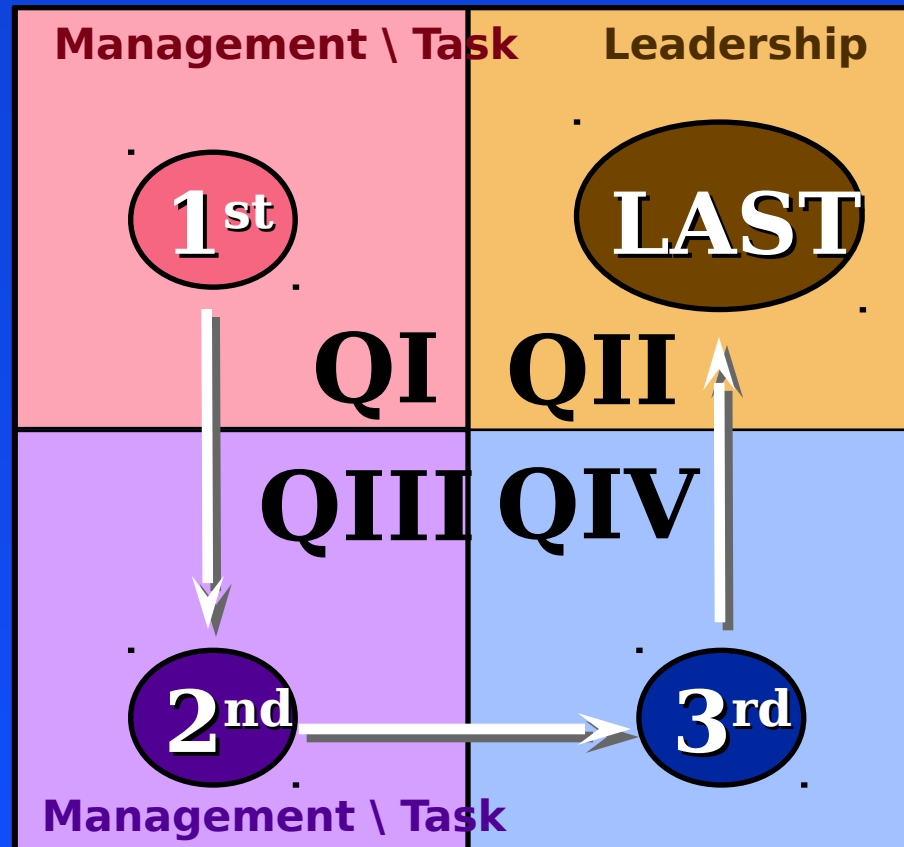
Why Leadership Functions are not getting done in most organizations

CONSEQUENCES

Near-term **DELIVERED** *Long-term*

**IMPACT OF
CONSEQUENCES**

**More
Significant**
**Less
Significant**



Building High-Performance Organizations

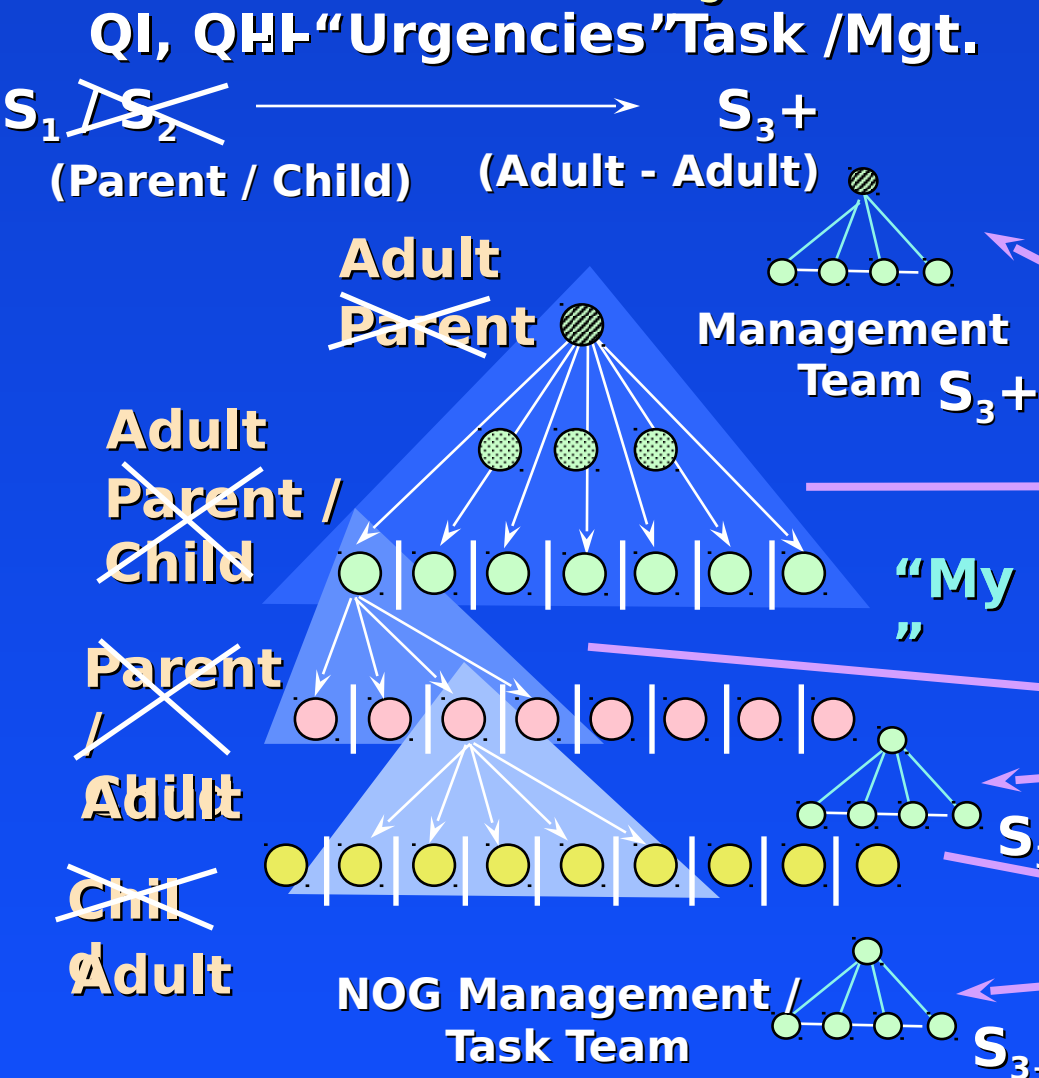
LIKERT'S FOUR LEADERSHIP PHILOSOPHIES*

SYSTEM 1 (Exploitative Autocratic)	SYSTEM 2 (Benevolent Autocratic)	SYSTEM 3 (Consultative)	SYSTEM 4 (Participative)
• People are seen as basically lazy, selfish, dishonest, and inept; they will not work unless constantly threatened and closely supervised; workers are exploited and have little recourse. • People are motivated by the fear of the loss of job, pay, or dignity; they will be terminated or punished if they do not comply with management's directions; "it's my way (the bosses) or the highway." • Knowledge, ability, and creativity are seen as concentrated in management; workers are seen as largely incompetent; as a result, there is no need for management to consult, because labor has nothing useful to say. • To best control labor, work is divided into small ("dumber and dumber") pieces; there is a supervisor for every 6-8 workers, a manager for each 6-8 supervisors to tightly control, direct, and punish; results in a steep, high hierarchy. • This is a "master/slave" style; it is clear that the worker is not important to the organization; "if you don't like this deal, there's a bus leaving 5 minutes; its only positive aspect is that it is honest about not being important."	• Not much shift from S1; people are still seen as self-centered and in need of close supervision; because management wants to prevent costly turnover, however, policies are more benevolent. • In addition to fear/punishment, status is added as a motivator; if workers are mindlessly loyal and compliant, they are rewarded with the illusion of advancement; S2 organizations usually have many status layers with each layer having many pay "steps." • Knowledge, ability, and creativity are still seen as concentrated in management; some confidence is shown in the technical ability of workers; but organizational decisions are still made without consultation. • Work is still broken into pieces with management responsible for the integration of work; "critical parent--child" relationship between management and labor (and between each layer in the steep hierarchy).	• A major shift from S1/S2; people are seen as wanting--even needing-- to do a good job; if they know what needs doing and have the skills, they will do a good job without very much external control or direction. • Once the basic "hygiene" factors (pay, benefits, working conditions, safety, etc.) are taken care of in a "fair" way, then motivation is seen as coming from within the work; it must provide challenge, growth, recognition, and a sense of contribution. • Knowledge, ability, and creativity are seen as widely distributed; management does not know all the answers (or even all the questions); it needs help if the best decisions for the customer and the organization are to be found; consultation is the norm; less hierarchy is needed. • Work is seen as complex processes involving networks or employees working together to reach goals; management's responsibility is to create a culture (values, strategies, structures, and systems) that allow for maximum consultation. • This style is "adult-adult" in relationship; management is still accountable, but it recognizes that it must consult widely if good decisions are to be made.	• Very similar to S3; people are seen as wanting--even needing-- to do a good job; if they know what needs doing and have the skills, they will do a good job without very much external control or direction. • Once the basic "hygiene" factors (pay, benefits, working conditions, safety, etc.) are taken care of in a "fair" way, then motivation is seen as coming from within the work; it must provide challenge, growth, recognition, and a sense of contribution. • People are seen as being so capable that many responsibilities seen in past as being solely the work of managers can be transferred to self-directed work teams who perform these leadership /management functions as a natural part of getting the technical/task work done. • Work is seen as complex processes involving collectives of employees working together to reach goals; teams are responsible for task/technical, managerial, and leadership functions. • This style is "adult-adult" in relationship; management (and team leaders with delegated responsibility) is still accountable, but recognizes it must play a stewardship role in

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LEADERSHIP FORM

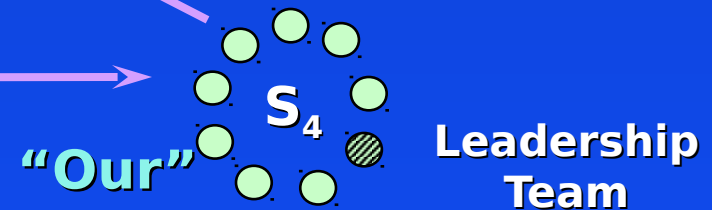
Hierarchy



Parallel Organization

- SCVA
- V\V → SSS
- Integration
- L\T\C\R
- EEE

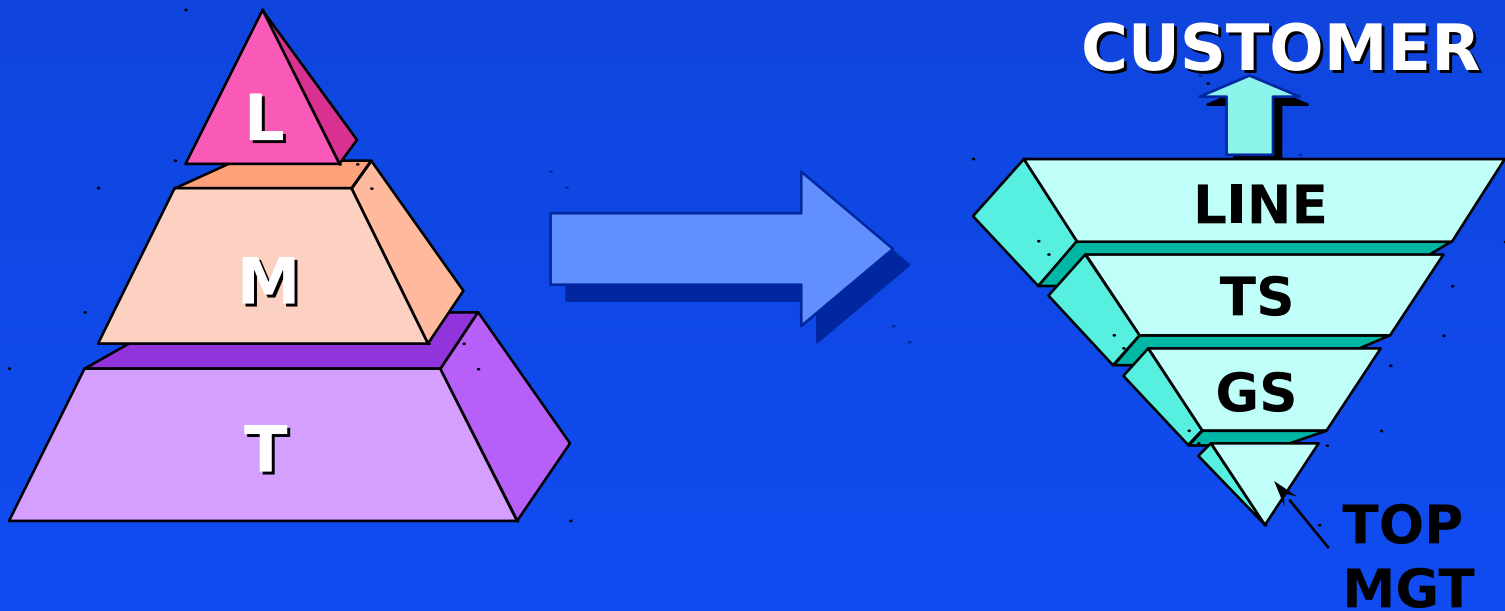
S_4 (Adult - Adult)



NOG Leadership Team

PARALLEL ORGANIZATION

Building High-Performance Organizations



Building High-Performance Organizations

